



Command Philosophy

“Mission First, People Always.”

Mission First recognizes that we cannot afford to fail in our duty – Marines on the ground are relying on us to be on time, on target, on every flight.

People Always acknowledges that we can only accomplish our mission when we take care of our most important asset, the Marines, sailors, and families of this squadron.

Our Mission

Support the Marine Air Ground Task Force (MAGTF) Commander by providing assault support transport of combat troops, supplies and equipment, day or night, under all weather conditions during expeditionary, joint, or combined operations.

Mission accomplishment through consummate **PROFESSIONALISM** and instinctually executing **FUNDAMENTALS**.

One of the first expressions most Marines learn while at the rifle range or pistol range is, “Slow is smooth and smooth is fast.” This ditty reminds us that by focusing on each **FUNDAMENTAL** step in sequence, we will accurately and quickly hit the target. We must apply the same mindset to our mission. By focusing on the **FUNDAMENTAL** components of our mission, we will become brilliant in the basics and consummate **PROFESSIONALS** which will be our recipe for success.

Our mission consists of three **FUNDAMENTAL** components executed as quiet **PROFESSIONALS**:

- 1. Fix aircraft.** Every Marine in the squadron will focus on the **FUNDAMENTALS** of their MOS in a consistent and methodical manner while maintaining our aircraft. By adhering to the Naval Aviation Maintenance Program and the Maintenance Instruction Manuals, we will safely produce Ready Basic Aircraft that will allow us to support the MAGTF Commander.
- 2. Fly aircraft.** The **FUNDAMENTALS** of flying an MV-22 lie in our core skills. Our success throughout the spectrum of military operations will be dependent upon our ability to execute the basics. If we are **FUNDAMENTALLY** sound in the basics, we will succeed in any environment.
- 3. Take care of ourselves, each other, and our families.** The most valuable assets we have is each other and our families. If we or our families are in crisis, we will not succeed. Taking care of each other and our families is **FUNDAMENTAL** to our success.

The fear that our enemies have for us as Marines and the respect that we enjoy from all others were earned by our predecessors. We will protect what we have earned; the right to be called a Marine, and we will be faithful to the legacy left to us by those who have gone before. Despite the challenges that we may face, we will embody our Corps’ motto: Semper Fidelis.

By being **PROFESSIONALS** and focusing on the **FUNDAMENTALS** of fixing aircraft, flying aircraft and taking care of each other and our families, we will safely and successfully accomplish our mission.

We fix and fly aircraft. It’s what we do.

Lieutenant Colonel Eric A. Sandberg
Commanding Officer, Marine Medium Tiltrotor Squadron 363

“Lucky and Good!”



Safety and Force Preservation Policy

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Risk management is fundamental to safe and effective mission accomplishment.

Safety is not our primary objective, but rather a critical enabler that enhances our ability to perform our primary function: To fly aircraft in support of the MAGTF Commander. We accomplish this by preserving our most critical assets – our Marines and Sailors. Conversely, we cannot be risk adverse and accomplish the mission. Our challenge is to continuously identify risk and mitigate it through sound judgement and proper decision making.

Every Marine and Sailor in VMM-363 plays a crucial role in our mission success. Whether it is training, maintenance, or off-duty recreation, we must keep in mind that Marines themselves are the most valuable of our resources. ***As professionals, we adhere to established procedures and do not take short cuts.*** We operate to the letter and spirit of published standards, and, in the absence of specific guidance, ***we utilize our Operational Risk Management tools while exercising mature and professional judgment.*** Safety is not just one program; it is an underlying system that allows us to be proactive in identifying risk and hazards, promote safety throughout the command, and assurance that the appropriate policies are in place. Safety has no rank; we must communicate freely up and down the chain of command to preserve our people and assets. We must approach every task and activity with the understanding that nothing is worth the loss of life, serious injury, or loss of equipment because we are distracted or became complacent.

My expectations of all Red Lion Marines and Sailors:

- Execute all actions deliberately and professionally.
- Fix and fly our aircraft “by the book”. Period.
- Every Marine and Sailor is empowered to resolve safety issues and will act accordingly.
- Identify hazards and take action to mitigate or eliminate them.
- Exhibit the moral courage to halt any unsafe event, operation, or exercise regardless of rank.
- We will not sacrifice safety for expediency or convenience.
- Assertively challenge the actions of others if unsafe conditions become apparent.
- Understand the difference between haste and a sense of urgency.
- Be accountable for your actions; decisions have consequences.
- Some risk decisions are beyond your authority to accept; when in doubt, elevate issues through the Chain of Command.

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Sexual Assault and Response Program Policy

(Ref: MCO 1752.5C)

“Mission First, People Always.”

Never lose sight of the harm sexual assault brings to your family and the Red Lion Team. You are responsible for your behavior on/off duty. Ensure your behavior is above reproach. I will tolerate nothing less.

Our core values of Honor, Courage, and Commitment are incompatible with any kind of crime, especially the crime of sexual assault. I expect EVERY Marine and Sailor to live up to these values and demonstrate the highest standards.

Here are a few key billets to be aware of and where they are located:

- Uniformed Victim Advocate (UVA); these Marines are our sexual assault resource here at VMM-363. Additionally, there are UVAs located at MAG-24.
- Sexual Assault Response Coordinator (SARC); These are the subject matter experts on Sexual Assault Prevention and Response and there is one assigned to 1stMAW, MCB Hawaii.
- The confidential 24/7 Sexual Assault Support Line for MCBH is (808) 216-0126. You can contact your UVA via this helpline.
- DOD SAFE Helpline 1-877-995-5247 (Text 55-247)

I encourage victims to make complete, Unrestricted Reports in order to achieve the objectives and goals of Marine Corps SAPR program, MCO 1752.5C; however, victims have a choice in the process and they may decline to participate in an investigation at any time.

We must look out for one another and therefore it is my intent that you utilize the resources available to you to report incidents of sexual assault. I assure you that the privacy and safety of the victim will be my number one priority. Alleged offenders will be afforded the right to due process, but if found guilty, they will be held accountable for their crime.

The crime of sexual assault is contrary to everything that we believe in and fight for, and brings shame and disgrace to our ranks. As a Red Lion it is my intent that you strive for Perfectionism and prevent sexual assault from happening through *integrity* and *respect* for one another.

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Substance Abuse Policy

(Ref: MCO 5300.17B)

“Mission First, People Always.”

I will enforce the Marine Corps Zero Tolerance Policy on substance abuse. Protect what you’ve earned!

Substance abuse (alcohol, and the possession, use, trafficking or distribution of illegal drugs, drug paraphernalia, of mind altering substances) is irresponsible and counter to our core values of honor, courage, and commitment. Furthermore, it decimates individual, unit, and family readiness, hinders the ability of our Squadron to accomplish its mission, and is contrary to our ethos of taking care of our brothers and sisters in arms.

The goal of the VMM-363 substance abuse policy is to stop the damaging effects of substance abuse before it begins and to provide members of the command with information on the resources available to combat substance abuse. It also serves to inform Marines and Sailors on how to obtain assistance to break the devastating grip of substance abuse should one of our own fall victim to it.

The use of alcohol is extensive in our Corps and part of our culture. When consumed responsibly, and in moderation, it may add to an enjoyable experiences for many. However, use of alcohol to an extent that is has an adverse effect on performance, conduct, discipline, or mission effectiveness, and/or to the user’s health, behavior, family, community, or the Marine Corps, constitutes alcohol abuse. We must strictly monitor our own consumption and the consumption of alcohol of others that may lead to unacceptable behavior. DUI, sexual assaults, domestic abuse, and violence is often attributed to excessive alcohol consumption. Do not allow yourself or your fellow Marines to drink themselves into an alcohol-related incident (ARI). There are highly qualified professionals at our disposal to refer Marines who need help with alcohol dependence and/or abuse.

We shall abide by the following guidance concerning alcohol consumption:

- You must be of legal age to consume alcohol.
- If you choose to drink, do so responsibly and in moderation.
- Be wise in choosing where to drink, what to drink, and with whom you drink.
- Always have a SOLID plan prior to your first drink, and stick to your plan!

Do not discredit **YOURSELF, your **FAMILY**, your **UNIT**, or your **CORPS**.
PROTECT WHAT YOU'VE EARNED!**

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UPFR Crisis Communication Policy

(Ref: MCO 1754.9B)

“Mission First, People Always.”

During time of crisis, official communication will be made with the families of our Marines and Sailors. The exception to this will be the official casualty notification process. I will never undermine the principles of this effort.

Marines, Sailors, and families of Marine Medium Tiltrotor Squadron 363, **you are our most valuable resource** and it is my intent that you are supported so that your Marine/Sailor is fully ready to execute our mission. I understand the stress that accompanies the lack of communication during times of uncertainty such as a crisis. During these times I will communicate with you as timely and accurately as possible.

Examples of a crisis or perceived crisis for the UPFRP purpose include: an unit family member being killed in a car accident, a base closure due to impending weather phenomena, or aviation mishap in the vicinity of a deployed unit. In the event of a crisis such as those described above, I will, with the aid of my Command Team, direct the FRO on which type of communication to use, and I will personally approve the content of the communication.

It is vitally important to understand the FRO does NOT have any role in the casualty notification process. Any information disseminated through the UPFRP can NOT interfere with or precede official Marine Corps initial casualty notification. This mandate will always be at the forefront of my decision-making when faced with a crisis involving our Marines, Sailors, and their families. I may also direct, depending on the situation, that Marines and Sailors delay communication with their family members during these times. While this may be inconvenient, I urge all Red Lions and their families to consider the needs of those who have just experienced a tragic loss before they act.

VMM-363's principal staff Officer responsible for disseminating information to our families is the Uniformed Readiness Coordinator Maj Sean Penczak. Maj Penczak. is a true professional, and I trust in his abilities to accomplish this task in pressurized situations that demand a balance of propriety, forthrightness, and transparency. All Marines, sailors and their families are encouraged to be familiar with the units communication tools and methods listed below:

- Deployment Readiness Coordinator-Mia Kuartei
- Marine Online
- Newsletter
- Word of mouth (phone call or personal visit)
- Unit Website <https://www.1stmaw.marines.mil/Subordinate-Units/Marine-Aircraft-Group-24/VMM-363/>
- Uniformed Readiness Coordinator-Maj Sean Penczak
- E-mail MAG24-DRC@USMC.MIL
- Toll Free Squadron Hotline (808) 257-4024

We are a community of professionals, well trained to operate in the midst of a crisis situation, and we stand at the ready to tackle any crisis situation while ensuring an open and honest communication.

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Unit, Personal, and Family Readiness Policy

(Ref: MCO 1754.9B)

“Mission First, People Always.”

Prepare and equip families with the skills and tools to successfully meet the challenges of the military lifestyle.

Marines, Sailors, and families of Marine Medium Tiltrotor Squadron 363, **you are our most valuable resource** and it is my intent that you are supported so that your Marine/Sailor is fully ready to execute our mission.

Military life is challenging, but there are resources that offer knowledge on how to be resilient and that teach skills to persevere in this stressful, but rewarding lifestyle. As the Commanding Officer of the Red Lions I intend to help you access these resources so that you can successfully balance Marine lifestyle with family, career, and mission events. **In order to achieve our mission your personal and family readiness is essential.**

The Red Lion Unit Personal and Family Readiness Program (UPFRP) is my responsibility. Through the efforts of our Uniformed Readiness Coordinator and Command Team, we will ensure the families of our Marines and Sailors are ready for the challenges of individual and unit deployments. Our program will focus on:

- **Information & Referral** - We will continue to strive to educate and inform our Marines, sailors and their loved ones through the Family Readiness Program with the most current and available information so they can anticipate and plan for upcoming events to assist at home or while deployed.
- **Communication** - Open and continuous communication with our Red Lion Families is critical to the success of the Family Readiness Program. In order to be successful, we need 100% contact with all of our families. That is our goal.
- **Readiness & Redeployment** - Through the UPFRP we will ensure our Marines, Sailors and their families are ready at home and at work for both planned and unplanned deployments.
- **Volunteer Management** - I encourage Marines and Sailors to get involved with the Family Readiness Program, regardless of your rank. We will need volunteers to step up and help. Personal involvement will allow you to gain an appreciation of how important your contributions are to the success of the squadron.

I know the value of an informed, supportive, engaged family first hand thanks to my wife Milly and 2 outstanding sons Connor and Cael. My readiness as a Marine hinges on their well-being and resiliency. Marines, it is my intent that you are supported in a way that allows you to focus on our mission; Marine/Sailor families, I care about you and your ability to support your Marine because I know the vital role you play in their success.

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Suicide Prevention

(Ref: MCO 1754.9B)

“Mission First, People Always.”

NEVER settle for the **PERMANENT** solution to a **TEMPORARY** problem.
Take care of one another.

The Marines and Sailors of VMM-363 are the backbone of our organization. We as leaders and fellow unit members must ensure our collective safety and wellbeing. Suicide awareness and prevention is everyone's responsibility.

I ask everyone to do the following to ensure we are watching out for each other and reporting high-risk behavior appropriately:

R- Recognize the signs. Educate yourself and others on what someone in crisis might look like starting with MCO 1754.9B. This means know yourself and your Marines. As a leader you need to know their baseline so you can detect the small changes and provide help.

A- Ask the question. The question is, “Are you thinking of killing or hurting yourself?” If someone is showing signs of suicide-related behavior you need to ask them this direct question.

C- Care with words and actions. Let your words and actions show that you are listening and no matter what the person says, you won't judge.

E- Escort to help. If a person has suicidal thoughts, you stay with him/her until help arrives or you take that person to help/ Do not let this individual out of your sight. Resources for help include those discussed above as well as your chain of command and base resources such as the US Navy Hospital.

Know your fellow Marines and Sailors, know the warning signs, and know the resources to provide needed assistance. If you see someone in need, take a stand and act or seek assistance.

Every Marine and Sailor is critical to our mission.

Take care of one another.

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Commander's Critical Information Requirements

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If any of the below situations occur, the Sergeant Major, Executive Officer, and Commanding Officer shall be notified as required.

- **Immediate Notification:** *Call the Chain of Command immediately regardless of time during the day or night.*
- **First Available Notification:** *Notify Chain of Command at duty turnover or between the hours of 0700 and 2200 on the weekend.*

CCIRs that require First Available Notification

- Denial of support or dropped FRAG
- Any arrest or Alcohol Related Incident (ARI) of a VMM-363 Marine or Sailor when the media or significant discredit of the unit is not involved (Minor infractions, Misdemeanors, DUIs w/o crashes involved)
- Flash Reports to include TFOAs

CCIRs that require Immediate Notification

- Hospitalization or serious injury of a VMM-363 Marine or Sailor
- Hospitalization, serious injury, or death of a VMM-363 Marine or Sailor's family member
- Any loss of life within VMM-363, to include Marines, Sailors, or hired Civilians
- Any PEL or unexpected RON of a VMM-363 aircraft
- Any loss of VMM-363 aircraft, to include class A/B/C aviation mishaps
- Compromise of classified material, information, or EKMS equipment
- Any event that requires notification of MAG-24, 1st MAW, III MEF, or MARFORPAC
- Any incident that is reportable by CMC or HQMC policies
- Any General or Flag Officer communication
- Any significant event that may call into question the professionalism of VMM-363
- Any threat to the assets or Marines and Sailors and/or the families of VMM-363
- Any situation that in the SDO's judgement requires the Commander's immediate attention

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Violence Prevention Policy

(Ref: MCO 5580.3)

“Mission First, People Always.”

Never lose sight of the harm domestic and workplace violence brings to your family and the Red Lion Team. You are responsible for your behavior on/off duty. Ensure your behavior is above reproach. I will tolerate nothing less.

It is VMM-363's policy to promote a safe environment for our Marines, Sailors, and family members. We are committed to working with service members to maintain a work environment free from acts of harassment, intimidation, threats of violence, and other disruptive behavior.

Every organization may be affected by disruptive behavior at one time or another. **These behaviors in our workspace will not be tolerated.** Such behavior can include oral or written statements, gestures, or expressions that communicate a direct or indirect threat of physical harm. Reports of any of these types of behaviors will be taken seriously and will be dealt with appropriately including reporting to:

- The appropriate chain of command
- NCIS
- CID
- Provost Marshal's Office (PMO)
- Marine Corps Police Department (MCPD).

If a Marine or Sailor makes a threat and/or commits an act of intimidation or violence that is substantiated by a law enforcement agency, I will take appropriate action using the full range of options at my disposal.

Your cooperation to implement this policy effectively and maintain a safe working environment is critical to our success. Do not ignore warning signs of such behavior. If you observe such behavior by anyone on the installation, whether he or she is a unit member or not, report it in a timely manner via the chain of command, PMO/MCPD or Naval Criminal Investigative Service's (NCIS) Threat Management Unit (TMU). Leaders, supervisors, and managers who receive such reports shall seek advice from the Violence Protection Officer, SgtMaj, and Executive Officer regarding conducting an inquiry into the situation and initiating appropriate action.

Threats that require immediate law enforcement involvement, assaults and other suspected crimes, shall be reported immediately to PMO/MCPD at (808) 257-2123 or 911.

It is only through awareness of our surroundings and each other that we can take action to prevent violence from negatively impacting our unit, our fellow Marines and Sailors, and their families. If you have any questions about this policy statement, please contact the unit Violence Prevention Officer.

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Prohibited Activities and Conduct (PAC)

(Ref: MCO P5354.1E Ch1)

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The Marines and Sailors of VMM-363 are responsible for treating each other with dignity and respect. I will tolerate nothing less.

The following behaviors/policies are outlined in the Prohibited Activities and Conduct (PAC) order (MCO P5354.1E Ch1):

- Hazing
- Bullying
- Ostracism
- Retaliation
- Harassment (including sexual harassment)
- Wrongful distribution or broadcasting of intimate images
- Dissident and protest activity
- Unlawful discrimination and abuse
- Equal Opportunity.

Condoning, ignoring, or failing to take corrective actions when confronted with PAC violations is unacceptable and will receive my undivided attention.

Be vigilant in your execution of this order. Look out for the Marine or Sailor beside you. Put a stop to such behavior immediately and report any conduct that you believe constitutes a prohibited activity or conduct. My intent is that you treat your fellow Marine as they wish to be treated. Dignity and respect is the standard because you deserve an environment where you can succeed based on your performance and merits.

We build our unit on trust, mutual respect, and team work.

As your Commanding Officer, I expect each member of the Red Lion team to cultivate a work environment of dignity and respect that is free from destructive behaviors. Behavior that adversely effects the units ability to conduct our primary mission will not be tolerated.

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